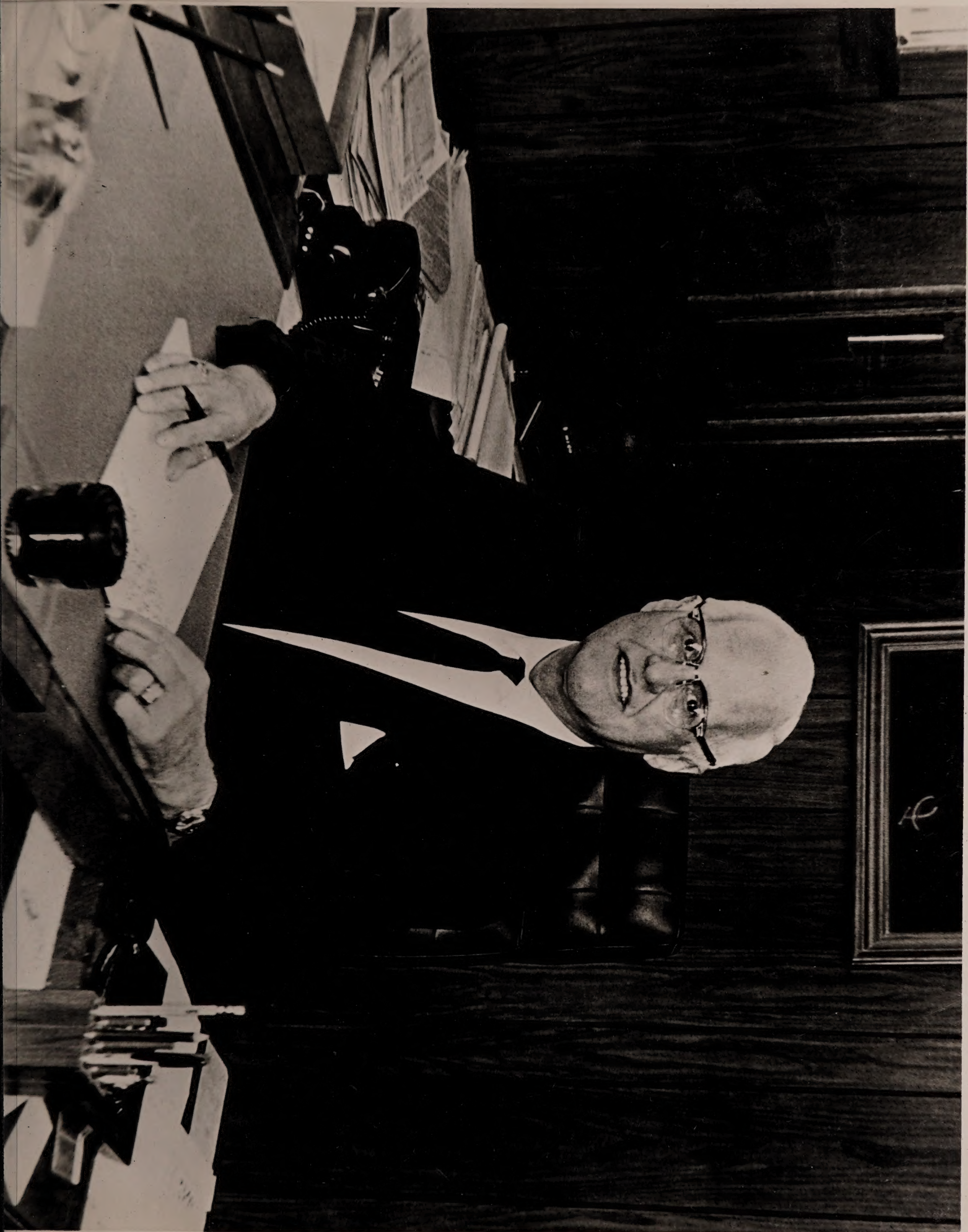


JOLIET JUNIOR COLLEGE
ORAL HISTORY PROGRAM
MR. ARTHUR HORNSBY

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JOLIET JUNIOR COLLEGE

ORAL HISTORY PROGRAM

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Interviewers

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(signature)

Nov. 26, 1974
(date)

Interviewee

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STRUCK: This is an interview with Mr. Arthur Hornsby for the Joliet Jr. College Oral History Program, by Ann Marie Struck, at Mr. Hornsby's office in Morris, on November 20, 1974, at 2:00 p.m.

HORNSBY: Don't be bashful, don't be hesitant about this now. Be very outspoken, and don't be a bit self-conscious.

STRUCK: O.K. Probably the first thing I want to ask you is where and when you were born.

HORNSBY: I was born here in Morris, Illinois, June 27, 1901.

STRUCK: Could you tell me some early remembrances of your childhood that you have?

HORNSBY: I would say the usual ones are the ones that I remember. Only that, and I don't want to overstress this, and as your folks know, the Hornsby's didn't have very much money. I started out in business, as it were, when I was about eight or nine years old, selling Saturday Evening Post, Collier's, and so forth. Then I went to the usual schooling; I was a very poor student. I only went one year to high school.

STRUCK: Could I ask you some things about your schooling? What kinds of schools did you attend here?

HORNSBY: Basically, the schools in Morris, which was the old Center School. We lived out in the country; my dad was also a barber, and he kind of migrated back and forth to the farm, a

forty-acre farm. So I also attended the Stein School, and of course the old high school, which is now the Franklin School.

STRUCK: You only went to high school one year?

HORNSBY: Yes, one year. As a little levity, I got along fine the first semester because I had a very brilliant girl, who was Mrs. Alice Black Waters, sitting in front of me, and Mrs. Alice Hardy Ike sitting in back of me. Then the teacher moved my seat. (Laughter)

STRUCK: Going back to some of the things in your early life -- do you have any remembrances of downtown Morris?

HORNSBY: Yes, my first remembrance was when we lived out in the country. My dad brought his team to town -- his team of horses -- and helped to haul the bricks that paved Liberty Street. I would imagine that was 1906, in that area. And of course, I remember the hitching posts that they used when they brought their horses in. Then it was all horses.

STRUCK: What about stores?

HORNSBY: What kind of stores were they? They were more specialty stores. It's unbelievable; I remember when there were 21 grocery stores in Morris. All operator-owned stores. At the same time there were 21 taverns.

STRUCK: What did you do for entertainment when you were a child? Can you remember anything about that?

HORNSBY: I would like to stress that I was not an underprivileged child, understand. I said that we were never cold or hungry; I would not want to infer that. We had to work. I did start to work (I don't want to make myself a hero, understand) at an early age, delivering groceries, meat, and so forth for the butcher shop, grocery stores, and like that.

STRUCK: What about pets, did you have any family pets? You said you had horses; did you have any other animals?

HORNSBY: Oh yes, we were raised with a couple of dogs. I would put this thought in-that I think that any child that is raised with pets, I think that is a handicap today, that pets are not as prevalent as they used to be. I'm talking about ponies, horses, and so forth. I think that they will be more considerate of humans if they are taught to be more considerate of animals.

STRUCK: That's right. Do you remember playing any childhood games?

HORNSBY: Oh yes, the usual baseball. Then in the wintertime the Fox and Goose, and like that. What other games did we play? I don't think children play games now like they used to. The intermediate children, the seventh and eighth grade, I don't know for sure. We played more games because there wasn't T.V. and so forth.

STRUCK: Did you travel around any place besides Morris?

HORNSBY: Very limited, because there again, when we went to the

Mazon Fair, that was a long ways. Now we're in the 1912's, 1913's, 1914's, and 1915's, and Mazon was a long ways away. Of course, Joliet was a LONG ways away.

STRUCK: How did you travel, by horses or carriages?

HORNSBY: Well yes, horses when we lived on the farm, and again, we migrated back and forth as it were; but I think we bought our first car in 1915.

STRUCK: I see, so then you went on and attended grade school. Was there any type of unusual punishment they had in school at that time?

HORNSBY: Oh yes. (Laughter) Not cruel punishment, but most certainly punishment with paddles and so forth. I remember one teacher in particular that had a rubber hose. That's like punishment today, maybe some of the innocent got punished, but most certainly the majority that got it, needed it.

STRUCK: Then you went to high school. What happened after high school?

HORNSBY: O.K. I started to work, and this is strange. I worked before and after school prior to that time delivering meat. I delivered for the grocery stores taking orders. I don't want to make this sound too primitive, understand; but there wasn't too many telephones. We had what was called butcher boys and grocery boys who would take the orders and deliver the groceries and/or the meat.

STRUCK: How long was it before you decided to open your first store?

HORNSBY: Well, we'll go back. After I quit high school (I didn't go back my sophomore year), I went to work for (and this is interesting) a branch of the Hertz family, that is the Hertz Drive-it-Yourself. They had four stores, and they had a store, and they called it a variety store in our downtown location. You know where that is -- it was half of that size. Finally the Hertz family sold out and went into the Yellow Cab business. The Hertz Drive-it-Yourself is an off-shoot of Yellow Cab. They finally wound up having the controlling interest in Yellow Cab. So I had that honor of having worked in that downtown store, understand. I said that I was roughly fifteen years old when I started to work in that store. Now, how did we get into business?

STRUCK: Yes, what happened after you got out of high school?

HORNSBY: Well, the Yellow Cab business got so good that the Hertz family sold their Hertz stores -- they had four of them. Then I worked for other stores, etc.

STRUCK: In Morris?

HORNSBY: Yes, that's right. In fact, for William Hynd's dad; he had a shoe store and his brother had a drive-in store, where the Carp store used to be down there. I also drove a Baker wagon and so forth. Now this is very strange and I am hesitant to tell you this, young lady, because I want to be humble and modest. But that picture there, you see, was up there where that cock-

tail lounge was. The cocktail lounge is north of Roth's Bakery. After the Hertzes sold their store, the man started that store. He got into some nasty, nasty scandals, in which we won't go into. He owed, I will qualify this by telling you, that only in America and under the old regime, the old days when people had a face value, could this have happened. This man owed a bank \$4500, and he got into this nasty, nasty scandal. He couldn't meet his payments to the bank. And this old Scotch banker whose name was Henry Stalker, he knew that my brother and I had both worked with the Hertz family, the Hertz stores. He came to us and said, "Would you like to buy this store?" And we said, "We have no money." And he said, "You assume that portion, the unpaid portion of this man's note; and you can have the store. The operator literally turned it over to the bank." The bank didn't want a store. It came to \$2800, so my brother and I went together. And then we were in business for fifteen years. Together, we had accumulated six stores. Then we each went our separate ways. I would like to emphasize this: that I wouldn't recommend that for anybody. The justification I have for it is, yes, he was four years older than I; but it was like Amos and Andy. If you remember "Amos and Andy," do you? They only had one taxicab; they both wanted to drive it. There was only one steering wheel on it; so in 1937, that is from 1922, understand, that we opened our first store -- by 1937, we had accumulated six stores. My brother took three and I took three. I wouldn't recommend that to anybody because we would have done much, much better had we stayed together. But, again,

the justification was that both of us wanted to drive the car.
Does that answer your question?

STRUCK: What type of store was this, Mr. Hornsby?

HORNSBY: It was a very small store. It was twenty feet wide by one hundred feet long. We had the basics. In those days, we called them a variety store. We had small wares especially, like thread, and of course, candy and tinware, and yes, a certain amount of hosiery, dry goods, but very, very little dry goods. But the basics that your grandmother and my mother used at home, dishpans . . . I think maybe you've heard that our first customer -- we still have our first customer, after 53 years -- whom we reverence, who is Mrs. Nellie Hanley. She bought a ten-cent gray dishpan, washpan.

STRUCK: What gave you the idea to start this type of store instead of like, say, a grocery store?

HORNSBY: I think because of our experience with the Hertz family.

STRUCK: Back to downtown Morris -- what was it like when you opened your first store?

HORNSBY: Downtown Morris was all small stores as it is today, but I think the big difference (and they were owner-operated, understand), but almost all of them had an understudy, as it were, a senior clerk, so when this man wanted to sell out or something, ordinarily the senior clerk would take it over, see.

STRUCK: That's interesting. What was Morris like? The community

itself?

HORNSBY: Oh, now we're in the area of 1920, '25 and '30; and I said that we used to brag that it was 4500 or 5000 (we stretched it a little bit). Yes, it grew from within; but it also grew out in the suburbs where your folks live and where Arthur lives. You know there was a lot of empty lots and empty, open spaces. And then, of course, we've had the outlying growth which we didn't have before at all.

STRUCK: The corporations?

HORNSBY: Yes.

STRUCK: Are there any stores still today -- I think Baum's, probably -- besides your establishment that's still around?

HORNSBY: I think Baum's is the only one under the same ownership, yes.

STRUCK: Okay, you were talking about some of the merchandise you were selling -- how did you go about buying your merchandise?

HORNSBY: It changed considerably. Then almost all stores bought goods from jobbers, wholesalers, the middleman. Now we can't exist that way, because the middleman had to make a profit, even though a small profit; and we've got to go directly to the manufacturers. In fact, today, 95 percent of our merchandise is bought directly from manufacturers. And it's of necessity, because, I think, if I may say something, you just saw a grocery store go out of business here in Morris, By-Rite, because they

had to buy their goods from the middleman. The middleman doesn't get rich; he makes only 2 percent. One or two percent difference is a great deal to the shopper.

STRUCK: The merchandise you had to order, did you have to order it in big amounts such as dozens?

HORNSBY: Oh, yes. A little of everything was in dozens, sometimes in cases, and sometimes in barrels, etc. This is interesting: today we sell jellybeans and all candy in one-pound bags, etc. Now, I'm not saying we bought barrels of all kinds of candy, but we used to buy jellybeans by the barrel, salted peanuts by the barrel, because of the economy of packaging; and then the people didn't care whether it was pre-packaged or not. They weren't so sanitary-minded, if I may say.

STRUCK: How did your merchandise get here?

HORNSBY: At first it was delivered all on rail. And then the old railroad station, the old freight house as you see them, revamping them -- there was 22 or 23 people who worked there at one time. It came in the boxcars, a boxcar for Morris, and for all the people of Morris, all of them, merchants. They might not have been full and then they had wagons, dray wagons take it from the railroad station and deliver it to the different stores.

STRUCK: Did you get most of your merchandise from Chicago or from Joliet?

HORNSBY: Well, there were major distributors, and/or wholesalers in Chicago, and most all of it came from Chicago. Some of it came from factories at a distance, something like that, but very little of it; most of it was a little out from Chicago. I would say 80 percent of it. One of the advantages of that, because everybody else had to do it the same way then; so we were all competitive, I would say.

STRUCK: How many stores were you competing against that was in the same kind of business?

HORNSBY: Directly, only one, no two. In the area of Morris in some 53 years we've only had two direct competitors; however, we have always, Hornsby's, our type of store, we have always been in competition with everybody. And getting back to that gray dishpan, every hardware store sold gray dishpans, etc. We have always been in competition with literally every type of store except the exclusive store, the jewelry store and Baum's, to a point and/or the exclusive dress shop.

STRUCK: Are there any things that you sold back in the first store, like that you probably wouldn't sell today -- any interesting things?

HORNSBY: Ultra-interesting. And I'll show you -- I'll just take it off the wall. This is our opening ad, and you can come over here and see and I'll point these out. "Searchlight" matches which is big farmer matches, tin lunch pails, clothespins are almost out, jar rings, wash tubs, . . . let's go on down. . . salt boxes . . . dairy pails, those are literally out. Foot

tubs, that's what used to soak their feet in . . . darning cotton, nobody darns socks any more. Bone hair pins, ironing wax for a penny.

STRUCK: What was ironing wax used for?

HORNSBY: For the old flat iron that they heated on the stove and then they'd rub it over the wax to make it glide. I saw something else here a while ago. Boys' waists -- that is before shirts. Misses' bloomers, camisoles -- you don't recognize camisoles. Small washboards, crochet cotton, etc. Stone crocks, we sold them by the gallon, fifteen cents a gallon, and on down the line. Barn door handles, we sold; potato mashers, gray granite teakettles, etc. Yes, we sold lots of things that today would be a collector's item.

STRUCK: You showed me an ad for camisoles, what are camisoles?

HORNSBY: Oh, it's something like a bodysuit.

STRUCK: You were showing me some of the prices there, what about price difference?

HORNSBY: Oh! I wonder how we existed in those days. Yes, we had 5-cent tablets, and a 5-cent pencil tablet was an ordinary thing. Now, today, they're 29 cents. I think things are made of a little better quality and like that, but prices were . . . Oh! Taking into consideration better quality today because of better production. I would say they were 30 percent of what they are today.

STRUCK: Can you remember how many people you employed in your first store?

HORNSBY: Yes, we had four people -- total, and their basic wage (and you'll hate me for saying this!) was \$4.00 a week! (Laughter)

STRUCK: How long was your store open?

HORNSBY: Hour-wise? As I remember, it was from 8:00 to 6:00, Monday through Friday. Then Saturday was the big day -- then it was from 8:00 until 9:00, but we were usually there until 10:00 or so.

STRUCK: Did women usually come in by themselves, or did whole families come in?

HORNSBY: No, in our business it was basically for the ladies, women, females. Until we've expanded our shoes, and menswear, and like that. It was not rare, but I would say eight or nine out of ten people were ladies.

STRUCK: O.K. So you had your first store, then you said you separated with your brother.

HORNSBY: No, we finally accumulated six stores.

STRUCK: Yes, and you got three?

HORNSBY: Yes.

STRUCK: And then what happened after this? After you got the three stores, what did you do with them?

HORNSBY: Well, we just kept on trying to accumulate money to buy up another store. There were small stores too, because I remember one store we bought for \$2300 -- the whole works! Just like we bought the first store for \$2800. But those were the days when a modest store could exist, see.

STRUCK: Did all the stores sell about the same thing?

HORNSBY: Yes.

STRUCK: And they were all in Morris?

HORNSBY: Oh no, no, no! Our second store was at Coal City, and then a little town by the name of Farmers City, then we went about 200 miles southwest for Mount Sterling, Rushville, and in that area. All the money we had, we could only go into small towns that could support this type of a store.

STRUCK: So then did you begin to sell more merchandise?

HORNSBY: Yes, back about . . . Oh, I'd say about 1940, in that area, each store got larger. For instance, we took the store next to us downtown (the A & P used to be in that store), the north-half of that store. So we took the north-half and made it twice as large. Then as we got a little more capital, etc., we made these stores larger. We measure stores in square feet. The store downtown is 7200 square feet, and then we went to a 10,000 square foot store, then 15,000, and so on. As we got a little more capital, etc., we made the stores larger. They gradually got larger, and/or we added to them. Until now, the

last three stores we opened are 65,000 square feet. So we start out with one . . . 20 X 120 is 2400, and hopefully, (you just heard me talking to a man here), we will be able to build an 80,000 foot store here. Then we'll get into the appliances, etc. People lend themselves to one-stop shopping; they don't want to run from store to store anymore, and parking. Now, I don't want to make this a success story, understand: I wish you'd put this in there, that I've often said that no man is a success until the preacher drops the dirt in his face, because between now and then we make enough mistakes.

STRUCK: So you expanded your stores. Then can you tell me some of the things that happened in between this time? About 1930 to 1950.

HORNSBY: Well this was just a gradual growth, understand. There was no one place that got larger. Gradually, understand.

STRUCK: You expanded a little bit each time?

HORNSBY: Yes, that's right.

STRUCK: Why did you decide to locate the stores in different towns?

HORNSBY: It's very hard to explain. We just talked to an A & P man today who wants us to go with him in a location. They take a lot of surveys to find out how many dollars are spent in the community, how many people there are there, etc. We're not that sophisticated, we do it rather by feel. One of the main attractions

is the future expansion of a town. If you're asking how we select a town -- also we would like to see some new roofs going on buildings and homes, not just stakes in the ground. You know, a lot of these people just have stakes in the ground and never mature. We would like to see some new homes going up. Also -- another contributing factor -- is it removed from another town? Are there other like stores, good quality stores like ours near us? I think the basic reason is: are we needed here? If we're needed, fine. By the same token, I'd rather get there two or three years earlier than we're needed. I think Yorkville is a good example up here. That's where we're doing real, real good. That is a 65,000-square foot store, where this Morris is 40,000. So yes, we have more of a variety to offer, but that general area is growing like everything. We've had a philosophy that we would rather get there five years too early than five years too late, because it won't do any good to drive by that place and say that I wish I had it if someone else is there.

STRUCK: How many stores do you have now?

HORNSBY: Just eighteen. We did have twenty-six at one time, but it got harder and harder to operate small stores in small towns because the customers are mobile, you know. By the same token, a small store cannot support a good manager, economically. It cannot pay a good manager. In this business, we only deal with parts of pennies today. It is unbelievable that the grocery stores make 1 to 1½ percent. You cannot waste anything.

You have got to have a sharp manager. He has got to be paid, and these small stores just can't support a manager unless he is real sharp and real smart and real energetic. So in the last two or three years we closed one store, but we sold 6 small stores in the last two or three years for that reason.

STRUCK: Are all your stores in Illinois?

HORNSBY: Yes.

STRUCK: Is there any particular reason why you didn't think of going nationwide?

HORNSBY: No, that's a good question, because our base of operation is here; and we have our own trucks. We are at the present moment within 20 miles of Wisconsin and 20 miles of Indiana, which is Watseka, and go down as far as Urbana, which is 140 miles. We like to stay within 200 miles maximum of Morris, because of the better supervision of our trucks. We think there are plenty of opportunities within 200 miles of Morris.

STRUCK: Why is Morris your center of operation?

HORNSBY: We were born and raised here. Morris is our "first love." We built up our organization around Morris.

STRUCK: You not only have all of these stores, but you are also in the wholesale business too. Why did you start this?

HORNSBY: It was again I told you that many, many stores had to buy from what is ordinarily called wholesalers or jobbers.

They made a profit. It is less appetizing now than it was then because the jobbers or wholesalers have passed out of the picture along with the Mama and Papa stores. We wanted to buy, that is why we christened it the Century Wholesale Company; we wanted to buy at the jobber's price -- at 10 percent variance or 5 percent variance, whatever the difference. In order to do so, we had to sell to other stores. That is getting less and less part of our business, because the Mama and Papa stores are passing out of the picture. The store that needed the jobber is literally no longer in existence.

STRUCK: Is this because maybe stores like Field's and Wieboldt's are coming into the picture more?

HORNSBY: Yes. Field's, Wieboldt's, K-Mart, you name it.

STRUCK: More than dime stores and things like that?

HORNSBY: Yes. In the last ten years, I don't know, yes we sold these stores, but I don't know one old-type variety store being started by any individual. They are passing out of the picture.

STRUCK: When did you start this wholesale business?

HORNSBY: In 1942.

STRUCK: Then your main reason for getting involved . . .

HORNSBY: . . . was to buy our merchandise cheaper.

STRUCK: Also I know you were a farmer, and you bred prize cattle. Would you like to tell me something about that?

HORNSBY: Yes. I was raised on the farm. I loved the farm and the animals, etc. I bought a farm very, very cheap during the depression. A bigger farm -- 240 acres. We liked the cattle, etc.; and that's when help was more available, and we did have a good herd of Holstein cattle -- not as a hobby -- it had to pay its way. But now we get into the help situation, etc., and who wants to go out and milk those cows seven days a week? So we just said help was terrible to get. This may be a little off the record, but I say anybody that will go out and milk cows today, either has to be subnormal or else has an intense love for cattle. (Laughter) And there's darn few people who have an intense love for cattle!

STRUCK: What's the main reason that you didn't just become a farmer, instead of a successful businessman?

HORNSBY: I can't answer that; only at that time, my folks were living in town, and I just started to work in these stores.

STRUCK: Where were they living in town?

HORNSBY: They lived at 523 East Main Street; my dad owned a home there. I have all kinds of respect for my dad, understand, but he would be a barber for about three or four years and then go out to the farm for about three or four years. Then we would migrate back to town. (Laughter) We also lived across from the Chrysler garage, upstairs. My dad owned that building; he built

it. Basically, I think of our home as 523 East Main Street, and/or out in the country, which is a little bit east of the Stine School. There is no home there now -- just before you come to that curve at the Sample Cemetery.

STRUCK: We talked about you starting one store and building up. Could you tell me something about how Morris grew?

HORNSBY: How Morris has grown?

STRUCK: Or anything about Morris interesting about that time?

HORNSBY: Yes. Well, I'll tell you this, there are the grandest people in the world here. Of course, the paper mill was the crux of the industry here. Then the Novelty Northwestern Corporation expanded and the Metro Rubber down there and the other rubber company up on Armstrong Street. We have an awful lot of people, as you know, migrate from Morris to other communities. This is mobile, just like our customers are mobile; and so are the people -- then, of course, these new industries that are coming in. I've got great faith in the future of Morris, size-wise, etc. Mrs. Hornsby, has been ill, as you know; and I take her out for rides in the summertime. We haven't been out lately, but I've discovered streets that I never knew existed in Morris! And we've often remarked how well the homes are kept. We have no slums here. No, the homes are well kept. Morris is our home town, and I love it, and I appreciate all the people -- your grandparents as well as your parents, etc. I think if we had something to say about Morris, everything is here in Morris

except the extremes. I'm talking about nightclubs and/or slums. Everything is here that one needs in Morris.

STRUCK: Do you think that Morris is so well-established because people had good roots, and they decided to stay here?

HORNSBY: Oh, I think so. It is ideally situated here for growth and expansion. A lot of things could be improved, but we've got almost good everything here. I'm talking about schools, churches, hospitals, etc.

STRUCK: Did you find this location ideal then, for your business work?

HORNSBY: Oh yes! Yes, because it's grown.

STRUCK: What about the river? Did you ever use the river for transporting your merchandise?

HORNSBY: No, no, no. The river is not small-shipment oriented. As you know, there's barges full when the deep waterway (we called it the deep waterway then) first came. We thought that there would be a lot of small shipments come, but the trucks and railroad cars is a more economical way of transporting.

STRUCK: About the 1930's and the 1940's when your stores were expanding, how did you get from store to store? How were the conditions of the roads?

HORNSBY: Oh, the roads were . . . O.K. I think if you look at Route 113 between Coal City and here, that was the typical hard

road. I remember we had a store 200 miles away from here, in Mount Sterling, and it would take me a minimum of four hours to get there. Four to four and a half hours to get there. It wasn't the safest either, I can tell you that!

STRUCK: I'd like to go back. You were telling me how you expanded your stores in the different towns and everything. Why did you pick the particular towns; was there a vacant store there or something?

HORNSBY: I think that each one of them was different . . .
(Interrupted by a telephone call.)

STRUCK: We were talking about how your stores were developing. Now you started with this one store, and now you're developed into these family centers. Why did you decide to go into these family centers?

HORNSBY: Well, it's a new era of shopping -- the one-stop shopping, plenty of parking, a greater selection, and more economical to operate because again, in one of these smaller stores, we had one or two managers. I'm thinking of a 10,000 square-foot store -- we've got two managers. We're talking about volume per square foot; that is a good measure -- how many dollars you take in for every square foot in the store. This is just as new an era, I mean comparable to when they had sedans of automobiles rather than the open car, just the evolution -- evolution is the word I'm speaking of -- of merchandising.

STRUCK: When did you open your first family center?

HORNSBY: That was six years ago. Six years ago this past August.

STRUCK: This was in Morris now?

HORNSBY: Yes, 1968 that would be.

STRUCK: Not all your stores are family centers, or are they?

HORNSBY: Well, we still have some of the 9-, 10-, 15,000-foot stores. We have seven family centers. The balance of them are down to about 4,000 square feet.

STRUCK: What about the selling methods? In your first store did you have clerks?

HORNSBY: Oh, yes. Now there's been the big evolution -- clerks. Where are you going to start and stop self-service? There's no definite line. These (not necessarily old ladies, but when I think back, they'd be old) ladies would come in, and you would have to help them select the right of color of thread, (thread was a nickel, understand) the right color of bias tape. Often times we'd have incandescent lights -- you'd take it up to the front door so they'd get better lighting, you know, to make it match, etc. They demanded service. When it first converted to self-service, there was a lot of animosity. People would walk out if you're not going to wait on them, however. Incidentally, Arthur just brought me in some history on Hornsby's, etc., which we will be glad to give to you if you can inject this in there.

So we don't want to become all self-service, understand. We're old-fashioned enough, or respective enough to the customers. Every customer has got to wear a crown. I said that long before the low price spread too.

STRUCK: Well then, when did self-service start?

HORNSBY: Self-service. Well, actually the grocery store started it. So we'd have to say self-service started, oh, forty years ago, in that area; but it didn't get into our type of stores until twenty-five years ago.

STRUCK: When you were talking about your first store, you employed four people. How does that compare with an average number in your stores now?

HORNSBY: Oh. In that store (now we're comparing that with a tiny store, understand) there would only be six or eight is all, in that type of store. But our stores do average now up as high as 80 in a store.

STRUCK: What about the difference in paying for things now and then? Did they have to pay in cash then?

HORNSBY: Oh, yes. That is one of the advantages of our business; it is an all-cash business. Now we are getting into the charge card business, but somebody else takes the responsibility for that. No, our type of stores have always been noted as a cash store. No charges. We couldn't have existed with charges.

STRUCK: What about other charges that come about from your first

store to your family center now?

HORNSBY: The amount of merchandise and, again, overall per square foot is tremendous. The selection is more tremendous, and now we are talking about something that comes to mind, the durability compared to the optical appeal. They have improved the optical appeal tremendously. I think they have downgraded the durability of it.

STRUCK: You started training programs for your managers, is that right?

HORNSBY: Yes.

STRUCK: Did you have a supervisor or manager in your small stores when you first started?

HORNSBY: No, I was the supervisor and everything else. We had eight of these small stores; but now we have a supervisor, we call him a superintendent. Also we have seven buyers; we call them merchandisers. That's a better name than buyer, isn't it?

STRUCK: Yes, it is.

HORNSBY: They are out one day a week, and I tell them it's to discover their mistakes. They visit about two stores a week, each one of them -- they go in pairs. Does that explain that?

STRUCK: Yes. Do you have children or grandchildren to carry on your name?

HORNSBY: Yes, I was going to bring that up. Arthur, my son. Mrs.

Hornsby and I have four children, three daughters and one son. The son is the youngest. Only Arthur is interested in the business, and he has been a tremendous help. I wouldn't have done this without him in the last 'X' number of years. He is 36 years old, and he worked prior from being out of high school until today.

STRUCK: How has Morris changed? Is there one main feature how Morris has changed from your first store until now?

HORNSBY: No, I don't think so, except the size and the selection. Are you talking about Hornsby's stores?

STRUCK: Yes, and the community.

HORNSBY: The community, oh. People have more money to spend; and what used to be a luxury is now a necessity, if I am making that clear.

STRUCK: Now, I know everything in salesmanship is important. I can remember you telling me that, "If you worked in Hornsby's and if you got married and burnt the toast, you could convince your husband that it wasn't burn, etc." Do you want to talk a little bit about that?

HORNSBY: I will give you a book that I just got out, because the basis of it is in the book. That's mine; I'm the guy that thought of that.

STRUCK: You wrote the book?

HORNSBY: Yes. It's a booklet. I really think, young lady, maybe it's because I am older, and I remember how I used to try to sell people. Please people by saying, "Thank you, please hurry back." And take them to the door, etc. I think that today's customer is the most unappreciated, and I will say literally, the most abused person in the world. The first two pages of that booklet, which I am going to give you one to read -- I hope you enjoy it. It is a customer that furnished Art Hornsby with all the necessities of life; and if you are working for Hornsbys', they would be furnishing you with all the necessities and luxuries, etc. For instance, I went into a grocery store (again, Mrs. Hornsby's been ill, but she's getting along very good -- I'll have to add that, considering) I was looking for a can of tuna fish. I didn't know where the darned tuna fish was. There was an assistant manager there, and I approached him as a gentleman and said, "Young man, where is your tuna fish?" He said, "Up there." I couldn't find that darn tuna fish, and I finally went out without it. That's an extreme example, but I do think that today's customer is the most unappreciated person in the world because it is they who, again, furnishes all of their luxuries and necessities in life, etc. Also salesmanship, that's also in the booklet. Salesmanship is the neck of the bottle. You know, the automobile companies can make all the automobiles in the world, but unless they have a salesman to get them into the hands of the customer . . . Likewise, clothing, shoes, regardless. Somewhere along this line is a salesman to get it into it's ultimate use. The more efficient

the salesmen are, the more that will be consumed. I'll say this about retailing. I think that we are in a permanent business, because they have never found a better way to get merchandise, goods, call it what you will, from the factory into the hands of the customer. Sears-Roebuck, Montgomery Ward's tried it with catalogs. They still have the catalogs, but they opened up stores because they found that is the better way of getting it there.

STRUCK: I think that is about all unless you have something else.

HORNSBY: I would add, and I say this very sincerely, no one person could do this alone. Arthur has been a great help to me, plus many, many, fine, loyal employees that we have had here for years and years. If I started to name them I couldn't stop, because I wouldn't know where to stop. I told many people that without, I say this very sincerely, and I think back at the big families that used to be in Morris, that had maybe \$25 to spend for five, six, or seven children. They would come into our store and spend \$25. Boy, we had a big day that day. When I see their children and grandchildren, I think of it really, is many, many people. Again, I don't want to be held up as a success because only without the help of God, good fortune, and fine people -- both as employees and as customers -- this wouldn't have happened. You asked me about the major changes in customers, etc.; One of the major changes, and we've always had shoplifters and pilferers -- but one of the major changes we've had is a great

prevalence of shoplifters, pilferers, and both external and internal. Now we have, what you call, ticket switchers. We have a fool-proof ticket, and like that. But they can take a \$2.00 ticket and put it on a \$5.00 item, the concealers, you know. I call them the honest shoplifters; you know, they won't steal anything, but they switch tickets. There are professionals, but we are either naive enough to say we are not bothered much with professionals because they operate in larger cities. But we do have drug addicts, etc, that literally have to maintain financially their habit. Our theory on that is to arrest, convict, and publicize. One of the theories behind it, but if you had a little brother nine or ten years old, and if we catch him stealing a model car, and we can't convict him, but we can call the police and his parents, and maybe we'll get him so frightened that he won't steal a real car. We like to, if possible, take these kids down to show them the jail. Shoplifting has become very, very prevalent; and it's a very vicious thing. I think partly because I just heard on television the other night that they took a survey and asked college students if they thought corporations were making too much money. I think 90 percent of them said yes. Then the next question was, "What percent of their sales do you think they should make?" And the medium was 20 percent. I just told you that the grocery stores make 1½ percent net. That's 15 cents on a \$10 scale, understand. And that is business today.

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